

BRIEFING MATERIALS

Mayor's 12/06/22 Announcement @ 2PM

Group Violence Reduction Strategy (GVRS) - Scale-Up Framework and Implementation

Director Shantay Jackson, MONSE
Mayor Brandon M. Scott
City of Baltimore

Tuesday, December 6, 2022



Brandon M. Scott
Mayor

MONSE – Integrated Gun Violence Prevention Strategies – GVRS & CVI

Group Violence Reduction Strategy (GVRS)

- Currently piloting in the Western District since January 2022
- Under Mayor's leadership, MONSE drives strategy and day-to-day project management associated with GVRS
- MONSE coordinates daily with BPD, SAO, as well as service providers and community moral voice
- Relies on partnership with law enforcement
- Integrated, complementary strategy to CVI



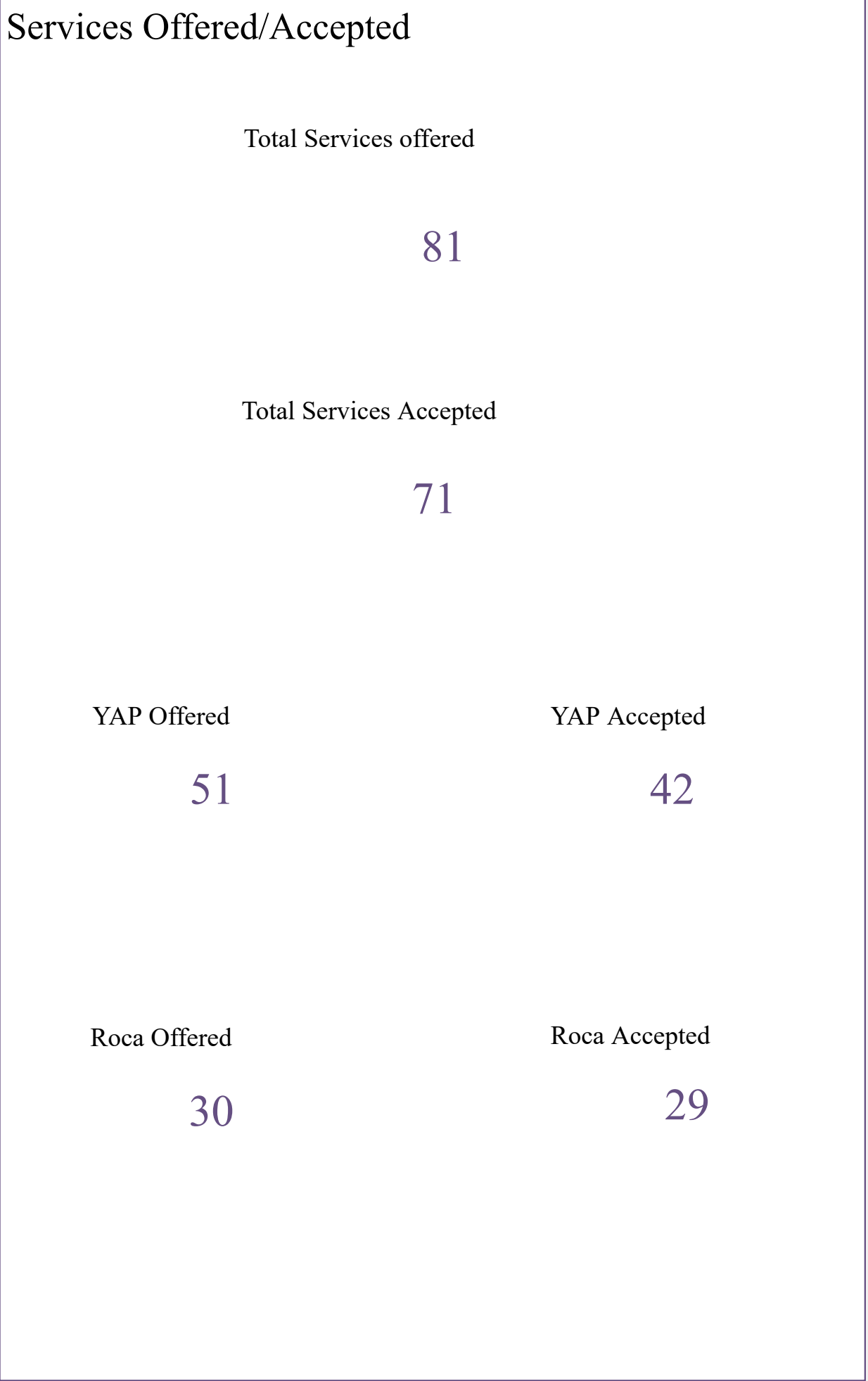
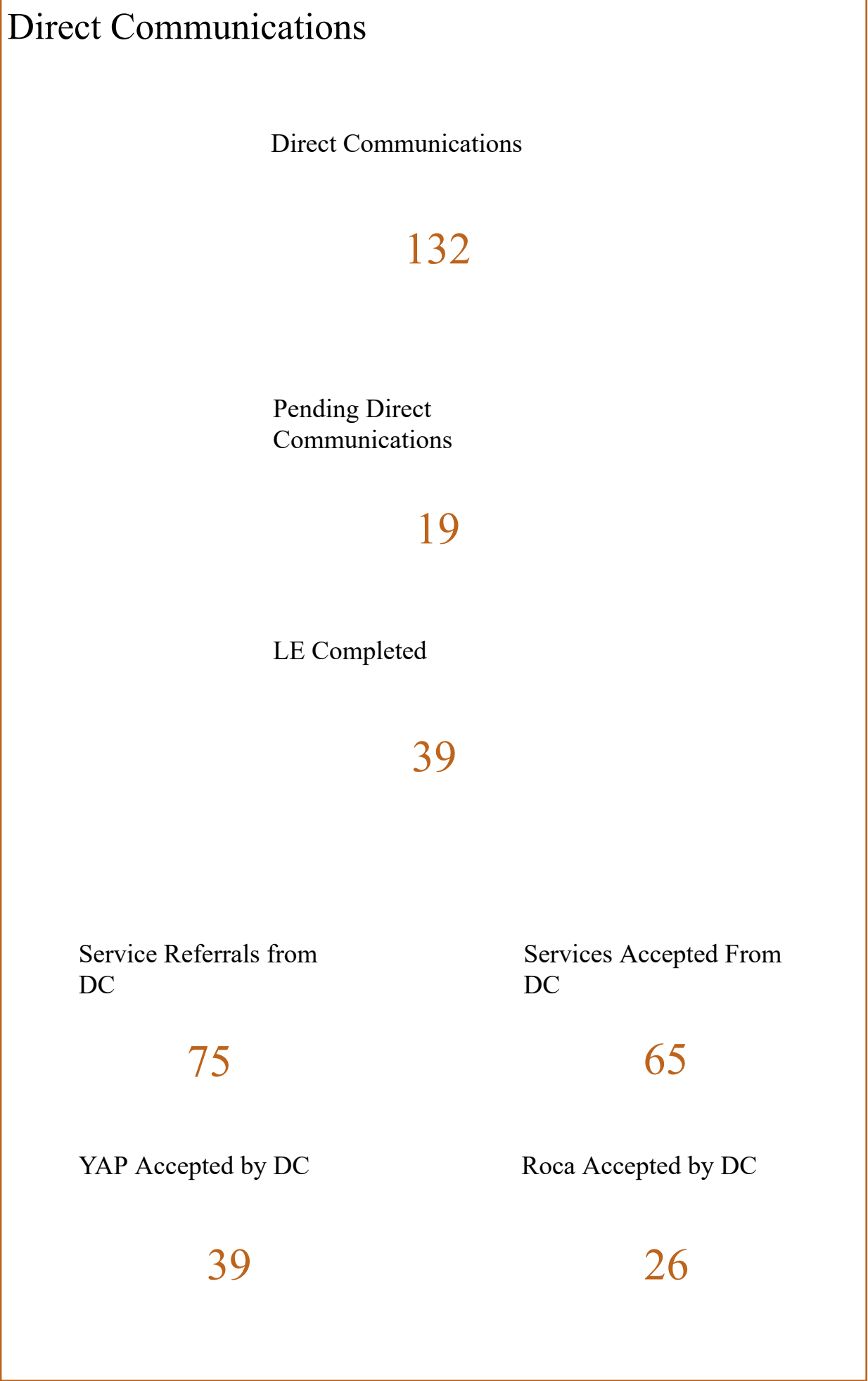
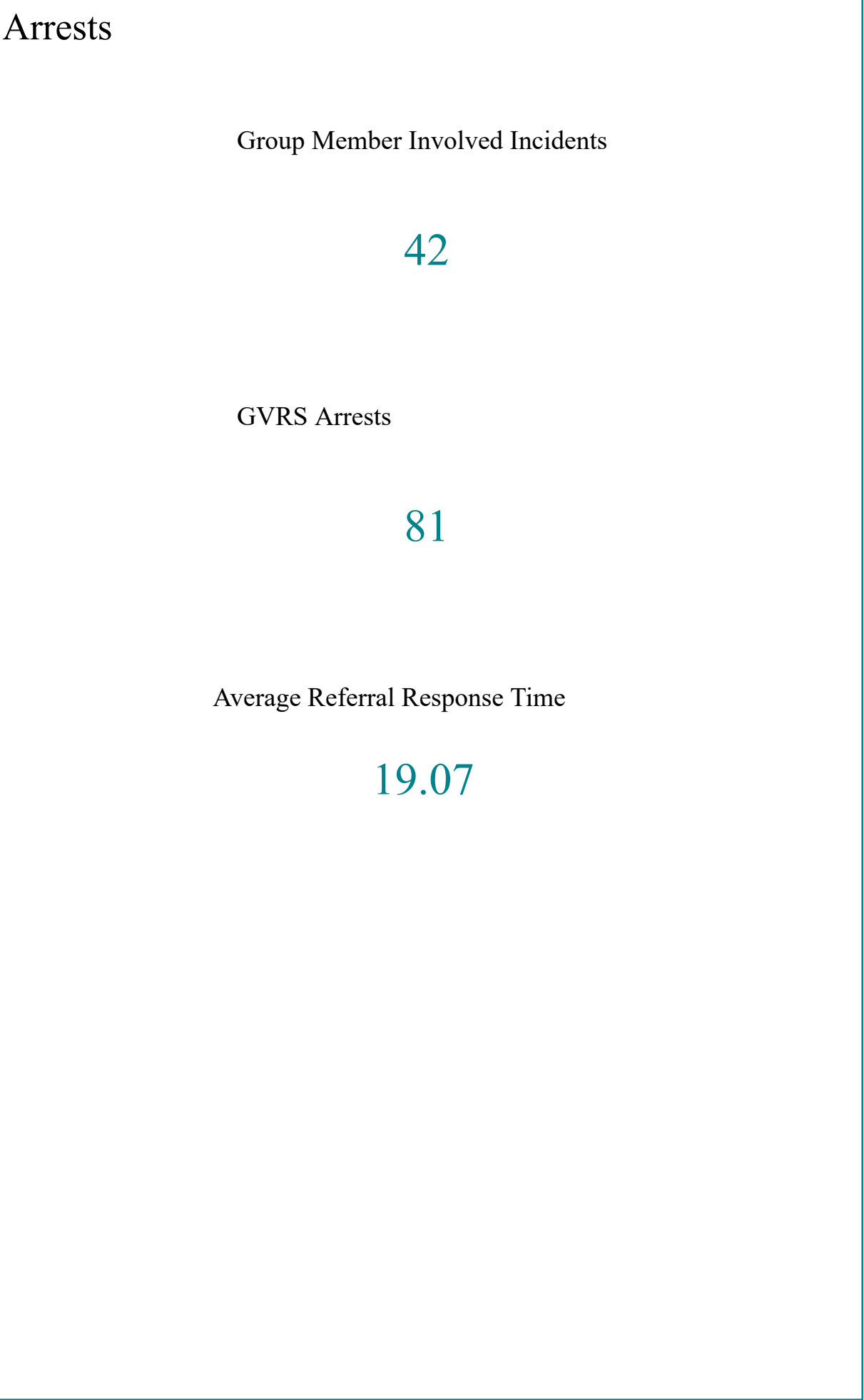
GVRS Stat

The Numbers: Western District (WD) Month-Over-Month Comparison - 2021 v. 2022



Stats thru November 30, 2022

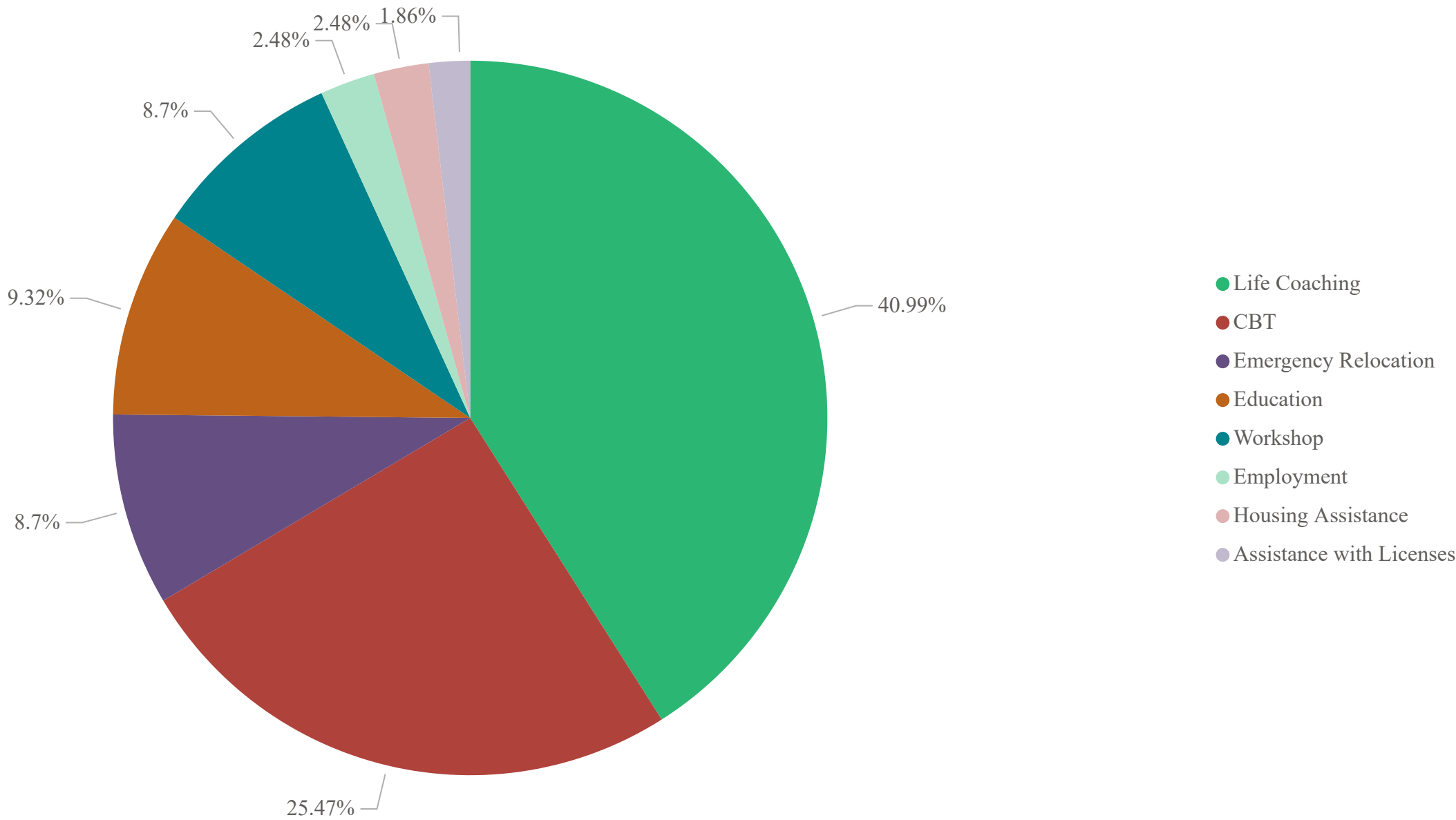
Month	7 Year Average		2021		2022		7YAv - 2022 % Δ		21-22% Δ	
	HOM	NFS	HOM	NFS	HOM	NFS	HOM	NFS	HOM	NFS
January	4	8	4	7	5	6	40%	-25%	25%	-14%
February	3	7	2	8	2	8	-17%	-13%	0%	0%
March	4	8	5	5	4	6	0%	-17%	-20%	20%
April	5	9	5	2	2	3	-19%	-30%	-60%	50%
May	6	13	8	17	1	9	-36%	-27%	-88%	-47%
June	5	12	6	17	4	10	-33%	-24%	-33%	-41%
July	5	12	4	9	4	11	-20%	-9%	0%	22%
August	4	10	3	9	4	8	0%	-20%	33%	-11%
September	5	8	6	10	1	5	-80%	-37%	-83%	-50%
October	6	10	4	10	4	3	-33%	-80%	0%	-70%
November	5	7	3	7	1	1	-80%	-86%	-67%	-86%
December	5	9	4	14	-	-	-	-	-	-
Total	56	113	54	115	32	70	-37%	-33%	-36%	-31%



GVRs Stat - Total Monthly Homicides and NFS, 2021 v. 2022 - District Comparison (Through 12/05/22)

Police District ▲	H/NFS YOY %
Central	-21.5%
Eastern	4.1%
Northeastern	93.7%
Northern	-14.3%
Northwestern	6.5%
Southeastern	5.1%
Southern	8.3%
Southwestern	-4.7%
Western	-33.8%
Total	0.4%

Life Coaching, CBT, Emergency Relocation, Education, Workshop, Employment, Housing Assistance and Assistance with Licenses

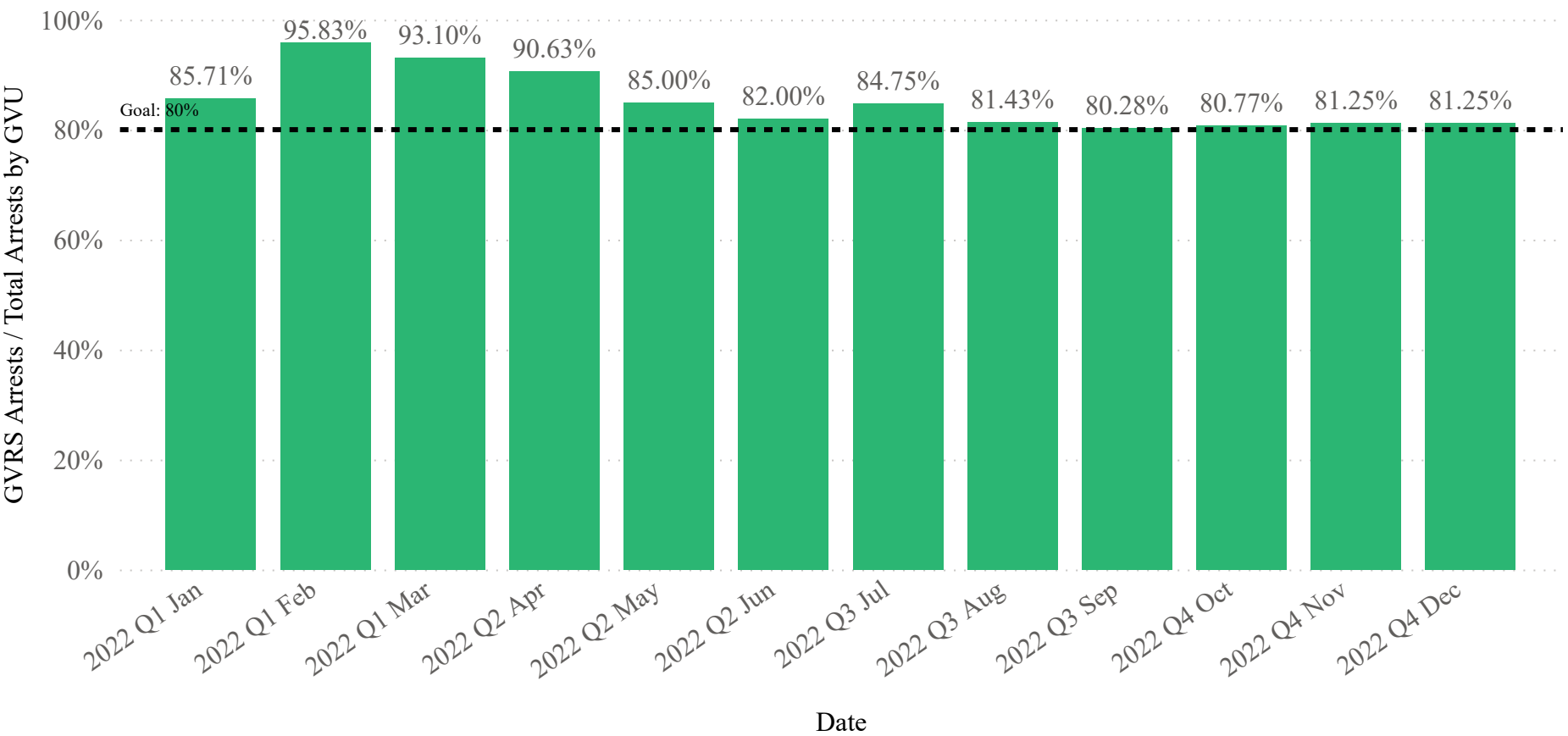




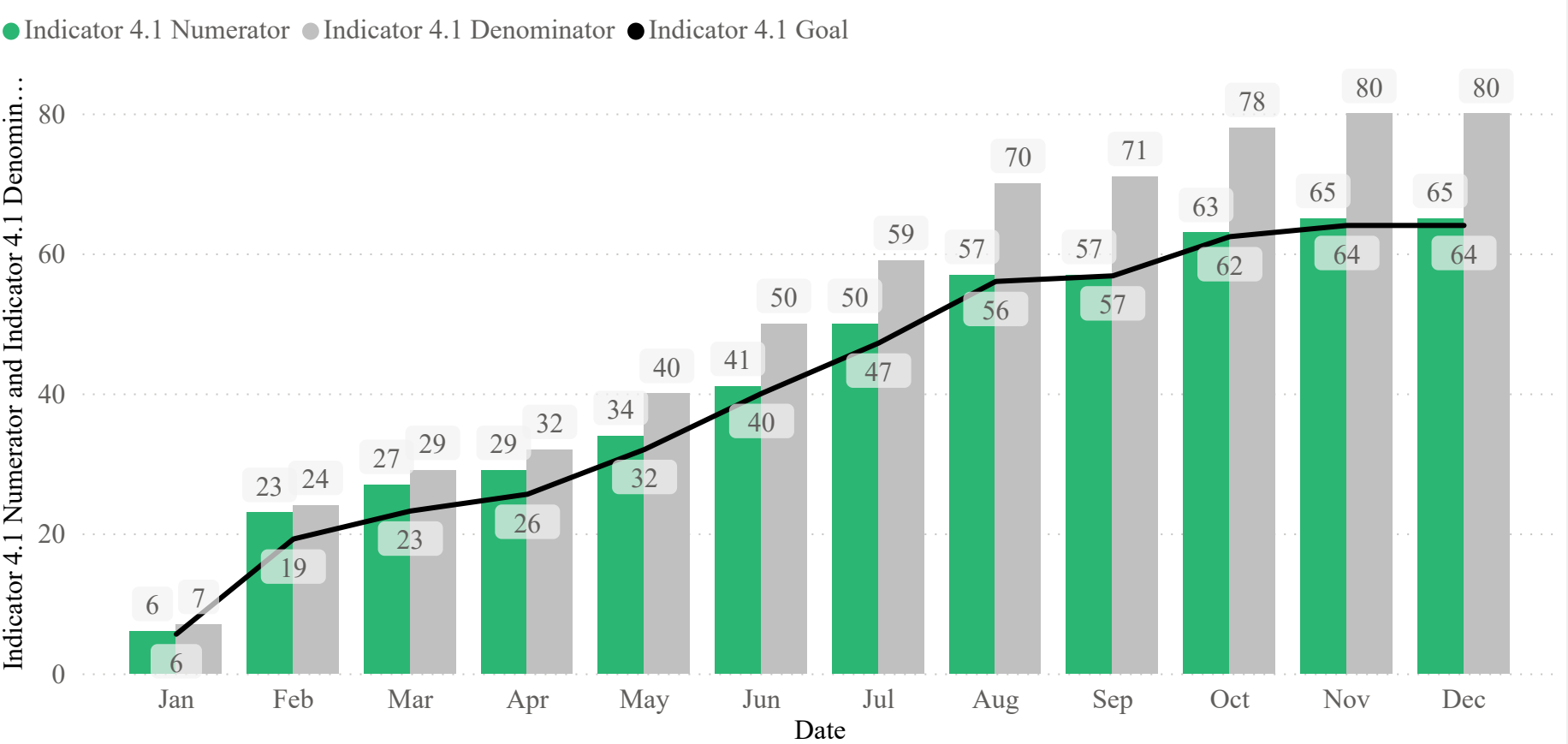
GVRS Dashboard - Indicators 4.1 - 4.3

Date: 12/05/2022

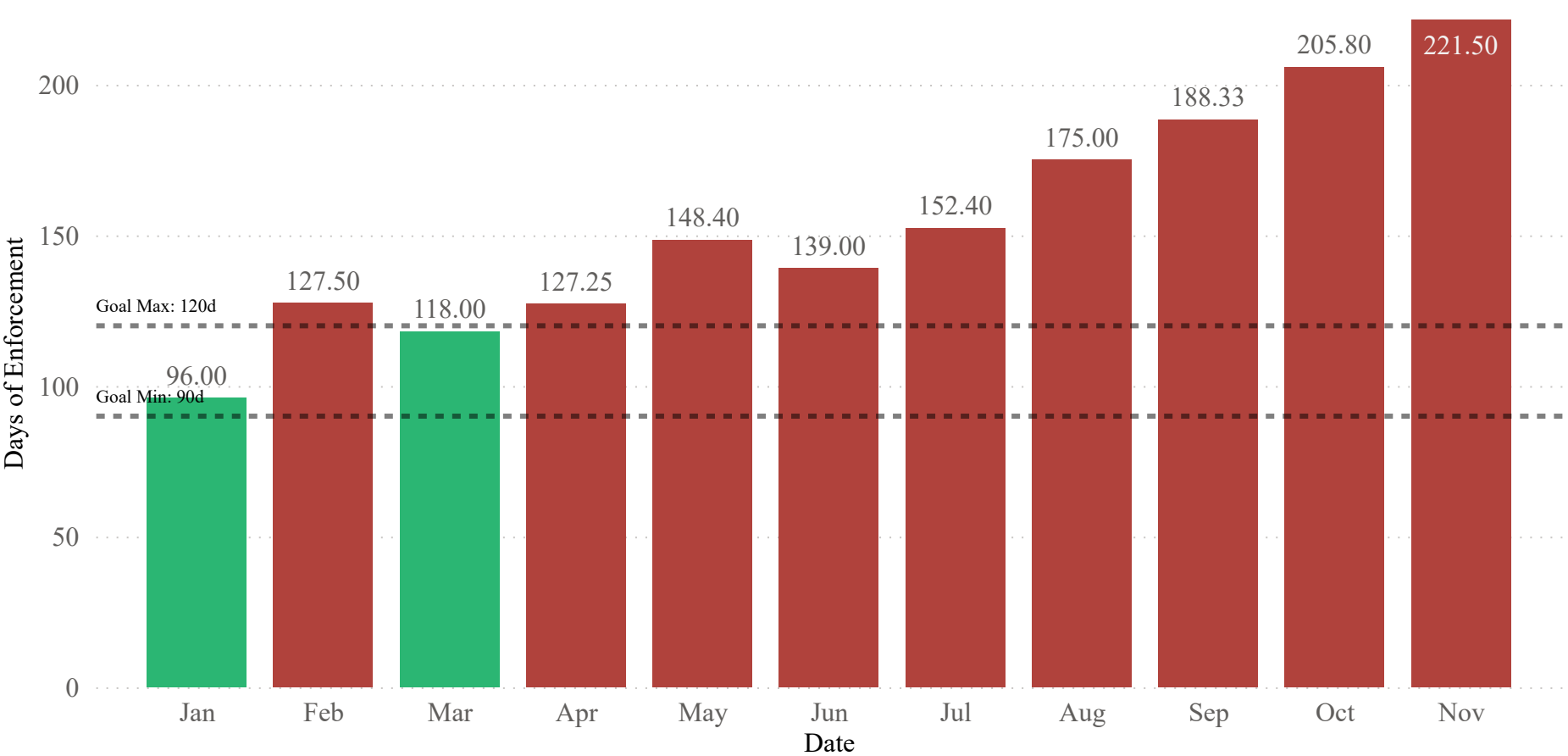
4.1 (Percentages): GVV GVRs arrests vs total arrests by GVV



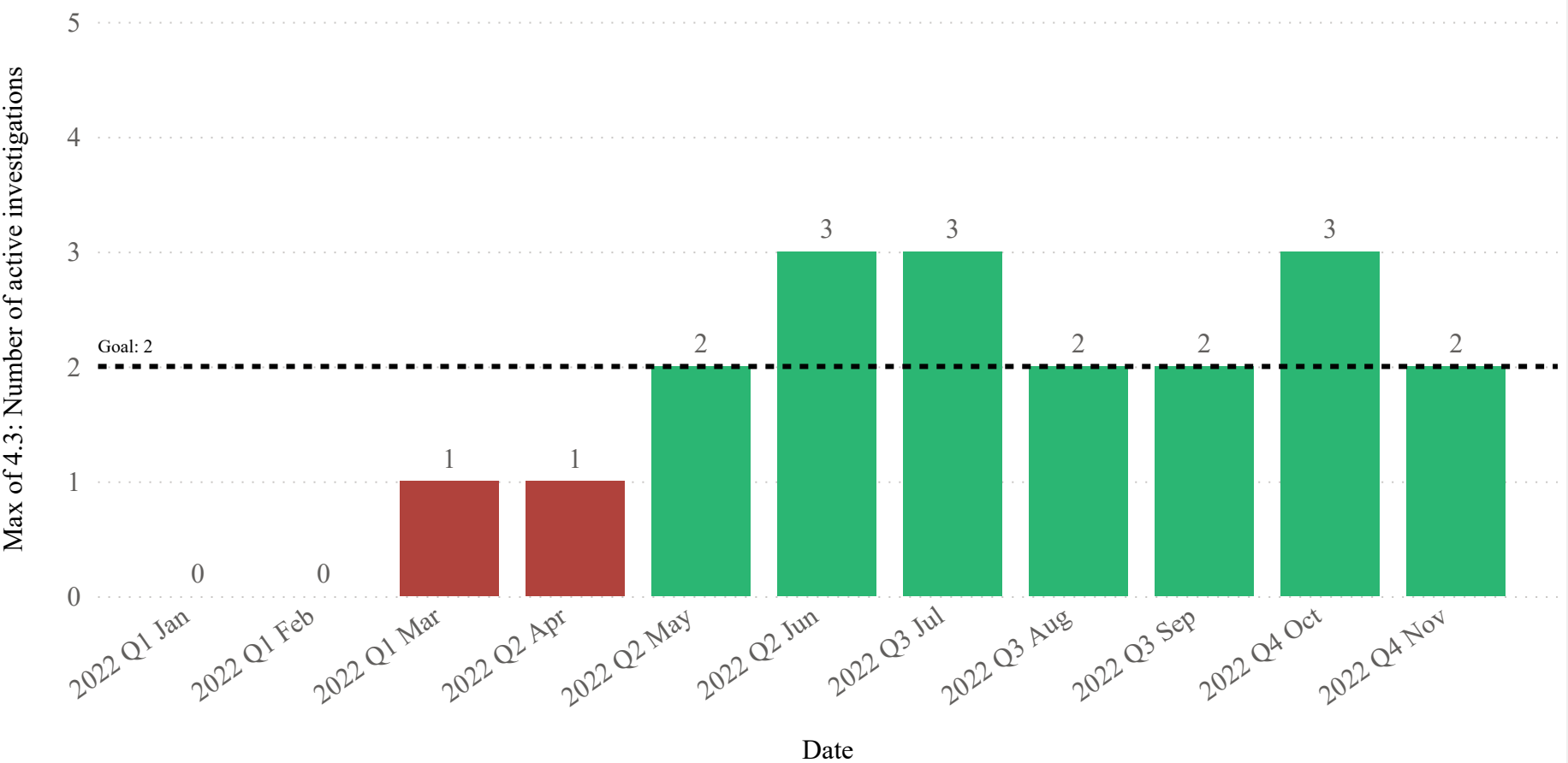
4.1 (Numeric): GVRs Arrests vs Total Arrests for GVV



4.2: Duration of Group Enforcement in Days



4.3: Number of Active Investigations



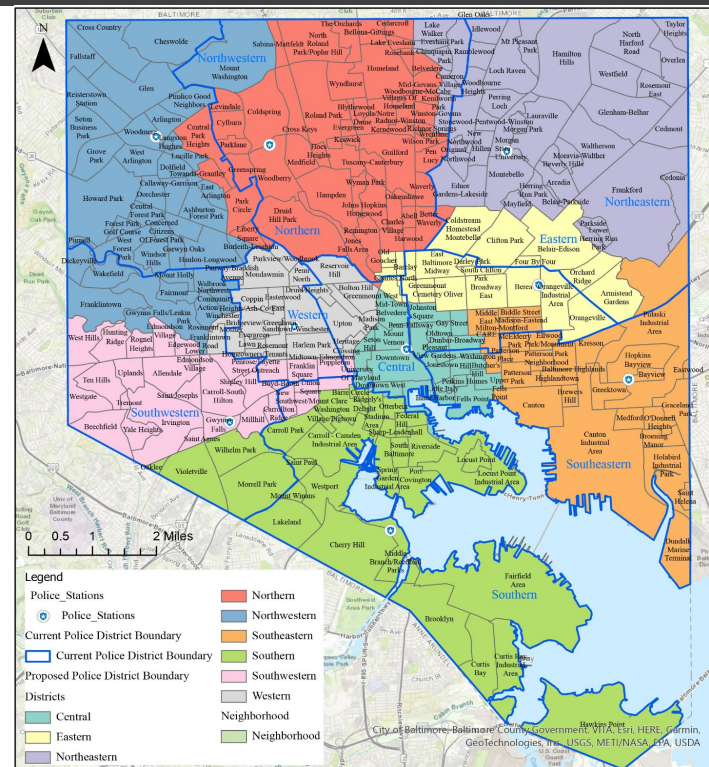


Scale Up Considerations

Redistricting



- BPD recently redrew its district boundaries.
- Goal is to better balance the allocation of personnel and resources.
- Changes will reshape the relative distribution of gun violence.
- Set to come into effect as soon as January 1, 2023 – concurrent with GVRs expansion.

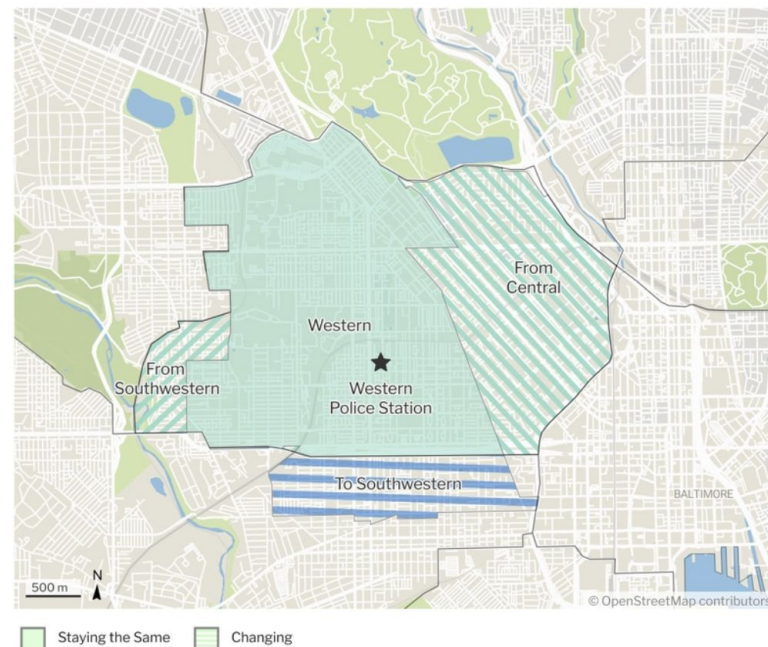


Redistricting + the Western



- Under the redistricting proposal, the Western District will:
 - Gain a significant portion of the Central District and swap areas with the Southwestern District
 - Absorb an **additional 9%** in homicide and shooting incidents*
 - And, in doing so, account for **15% of the citywide total** of homicides and non-fatal shootings

* H/NFS totals run from 2020 thru October 12, 2022 (incident-based)



Source: Little, R and B, Conarck (2022, September 18). *Proposed Baltimore police districts would lump more violent crime into the most violent districts, analysis shows.* Baltimore Banner

Context: GVRs Expansion



- Because of promising early results, pressure is mounting to scale GVRs.
- Public commitment to “move to scale” by early 2023.
- “Moving to scale” leaves room for City leadership and TA team to jointly develop a thoughtful, logical and principle-driven plan.
- Goal must be to solidify our current foundation in the Western District, while initiating expansion to additional district(s) at a pace, sequence and with sufficient fidelity to the strategy to succeed in a sustainable manner.
- Due to levels of violence, moving to full scale is not possible in a single step; it will take three to four steps, depending on management and operational capacities.



Cautionary Lessons on Scale



- Initial scale-up is an **extremely delicate phase** that if not handled carefully and thoughtfully can irreparably doom implementation efforts.
- There are **important lessons** to be learned from scaling challenges of the past in cities, such as **Chicago, Los Angeles** and **Baltimore** itself.
- Despite promising initial results in pilot geographies, Baltimore was never able to successfully bring GVRs to scale.
- In the last attempt, major cracks began to show when the strategy was scaled from the Western to the Eastern district.



Cautionary Lessons

Baltimore: Operation Ceasefire



- Operation Ceasefire (2014-2015) was Baltimore's last attempt at implementing GVRs.
- Three months after its first call-In, the Western District saw a **42% reduction in homicides**, with steady declines through early spring of 2015.
- Soon after scaling to the Eastern District, the strategy quickly unraveled.
- While there are multiple reasons behind Ceasefire's ultimate failure, there's **consensus around one**: that the strategy never had a solid foundation, contributing to its incredible fragility.



Cautionary Lessons

Baltimore: Operation Ceasefire



There are *many* reasons for Ceasefire's failure, most notably:

- Political transitions and frequent upper-management turnover were destabilizing forces.
- Lack of governance and accountability measures made the strategy particularly vulnerable to system changes.
- As did underinvestment in dedicated management structures and the organizational reforms needed to institutionalize the strategy across core partners.
- Underdeveloped social service infrastructure and lack of community engagement undermined public legitimacy of the strategy.
- Misalignment of goals and inconsistent coordination across partners stifled operations.

Scale-Up: Guiding Principles



- Successful scale-up **starts** with a solid foundation; it does not end there.
- Hard-earned wisdom dictates:
 - Avoid rushed or crisis-driven scaling and have a data-driven plan.
 - Similar design work and infrastructure that has been developed in WD is necessary to scale to other areas, and must be done while maintaining fidelity in the demonstration area.
 - Take advantage of economies of scale.
 - It is critical to align management processes and indicators from the district to mid-management and to the executive level.



Key Design Questions



1. To which district(s)?
2. With what sequencing?
3. What are the essential resource and management needs?
4. Do additional districts “join” or multiply the current management cycle?
5. How many steps are needed to achieve full scale? With what timeline?

Main Factors to Consider



Priority expansion districts ***must***:

1. Have a group violence challenge;
2. Share interconnected group violence dynamics with current GVRs districts;
3. Not outstrip projected capacities; and
4. Benefit the overall expansion plan.



Scale Up Considerations

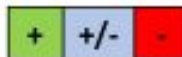


District Comparison



District	Capacities		Data					
	BCIC	2+ DATS	Borders WD	# shared borders w/ other districts	H/NFS total*	H/NFS total redistricting plan*	% of citywide total	Rank IBIS link WD
SWD	Y	Y	Y	4	349	394	16%	1
CD	Y	Y	Y	5	198	219	9%	2
ED	Y	Y	N	4	361	324	13%	5
SD	N	N	N	2	303	269	11%	3
NWD	N	N	Y	3	272	253	11%	4
SED	N	N	N	3	197	211	9%	7
ND	N	N	N	4	145	202	8%	6
NED	N	N	N	3	250	173	7%	5

*H/NFS totals run from 2020 thru October 12, 2022 (incident-based)



Key Terms:

BCIC = Baltimore Community Intelligence Centers

DAT = District Action Teams

IBIS = Including Integrated Ballistics Identification System database, which links guns to crimes. Here, it is an indicator of interconnectivity between districts' violence

H/NFS = Homicides and Non-Fatal Shootings

Priority Expansion District #1



- The Southwestern District (SWD) will be the first expansion district due to its:
 - Level of gun-related H/NFS
 - Connectivity to WD violence dynamics, as evidenced by:
 - IBIS leads
 - HUMINT
 - Arrests
 - Investigations
 - Resources
 - Two (2) District Action Team (DAT) Squads
 - Baltimore Community Intelligence Center (BCIC)
 - Shared border with the WD



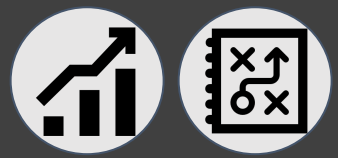
Priority Expansion District #2



- For the same reasons (violence, connectivity and resources), the **Central District (CD)** will be the second expansion district.
- CD borders both the WD and SWD.
- The co-location of the CD (+ its BCIC) with ACS/GVU gives tactical and strategic advantage.
- The CD's shared borders and connectivity with other districts gives strategic advantage during further expansion.
- Combined, the **WD, SWD and CD** account for **40% of citywide homicides and non-fatal shootings**.



Minimum Benchmarks

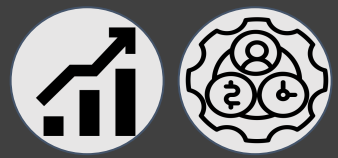


Scale-Up Capacity Benchmarks				
	Shooting Review (SR)	Direct Communication (DC)	Life Coaching (LC)	Strategic Enforcement (SE)
Minimum Performance Standards	Must maintain the ability to identify and track highest-risk individuals, groups and group conflicts via an effective shooting review and accurate/reliable scorecard	Must maintain the ability to directly communicate with highest-risk individuals and groups at an acceptable rate, within a minimum timeframe and with sufficient quality	Must maintain the ability to locate and serve all highest-risk referrals via street outreach and life coaching with an appropriate suite of services and supports.	Must maintain two (2) proactive, group-based investigations per district that produce within 90-120 days on average, in addition to maintaining commensurate enforcement capacity.

- To ensure quality implementation, **minimum capacity benchmarks** must be met for each of the Strategy's *four main* components:
 - Shooting Review (SR)
 - Direct Communication (DC)
 - Life Coaching (LC), and
 - Strategic Enforcement (SE)



Reminder: Benchmarks



Scale-Up Capacity Benchmarks

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- **Remember**: quality implementation and sustained results are all about maintaining minimum performance standards.
- Doing so requires **resources** and **capacities**.
- This **does not mean a “doubling” of capacity** for each additional district.
- It is about **dedicated managers**, calculated **staffing enhancements in street outreach and life coaching** and **integrating each district’s enforcement capacities into the GVRs management structure** in a thoughtful way.



Sequenced Expansion



	WD Pilot	Step 1: Expansion to SWD + CD	Step 2: Expansion to ED + SD	Step 3: Expansion to Remainder of City
Timeline	<div> <div>2022</div> <div>2023</div> <div>2024</div> </div>			
Spatial coverage (by district)				
Cumulative % of H/NFS covered*	15%	40%	64%	100%

*Based on #s from 2020 thru October 12, 2022 (incident-based; redistricting boundaries v8.5.22)



Overview of Key Design Features



	<u>District Selection</u>	The first two expansion districts are the Southwestern (SWD) and Central (CD).
	<u>Expansion Options</u>	Expansion takes place sequentially, moving into the SWD in early 2023 and then to the CD the following quarter.
	<u>Resource + Capacity Needs</u>	Quality implementation and sustained results require maintaining minimum performance standards via resources and capacities. Carefully defining these needs will be a critical part of implementation planning to follow.
	<u>Weekly Management Cycle</u>	Scale-up adheres to a single management structure, in which expansion districts are gradually incorporated under a centralized management scheme.
	<u>Pathway + Timeline to Scale</u>	Achieving full scale by Q2 2024 in three steps: (1) SWD, then CD in Q1 2023, (2) ED, then SD in Q4 2023, and (3) the NWD and SED in early Q2 2024, then the ND and NED in late Q2 2024

Expansion Timeline: Next Steps

